

Annual



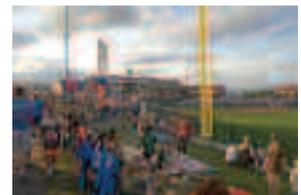
Maryland
Stadium Authority

Report

2008



A NEW MARYLAND STADIUM





MISSION

- To plan, finance, build and manage sports and entertainment facilities in Maryland.
- Provide enjoyment, enrichment, education and business opportunities for citizens.
- Develop partnerships with local governments, universities, private enterprise, and the community.

VISION

The Maryland Stadium Authority (MSA) is more than the name implies. Our projects promote historic preservation, adaptive reuse, community redevelopment, cultural arts, and civic pride. In planning selected projects, MSA has the latitude to negotiate with other government jurisdictions, and departments within the State. Our mandate includes creating public-private partnerships for financing and operating facilities.

The Maryland Stadium Authority is a catalyst for improving quality of life and creating a climate where industry can flourish. Every project undertaken by MSA has contributed to the community where it is located, and the local economy it helps support.

The Maryland Stadium Authority represents more than buildings. Our continuing legacy is found in activities and attractions that entertain, educate, and enrich the Maryland experience for those who live and visit here. They provide a link with our past and an investment in our future. They offer opportunity for our business sector while providing an enjoyable experience for citizens of all ages and interests. They represent civic pride, fostering community and shared experiences.

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David Raith _____	Inside Back Cover

On the Front Cover: In 2008, the Maryland Stadium Authority helped bring baseball to Southern Maryland. Regency Furniture Stadium, home of the Blue Crabs, opened May 2, 2008. "On time, on budget"

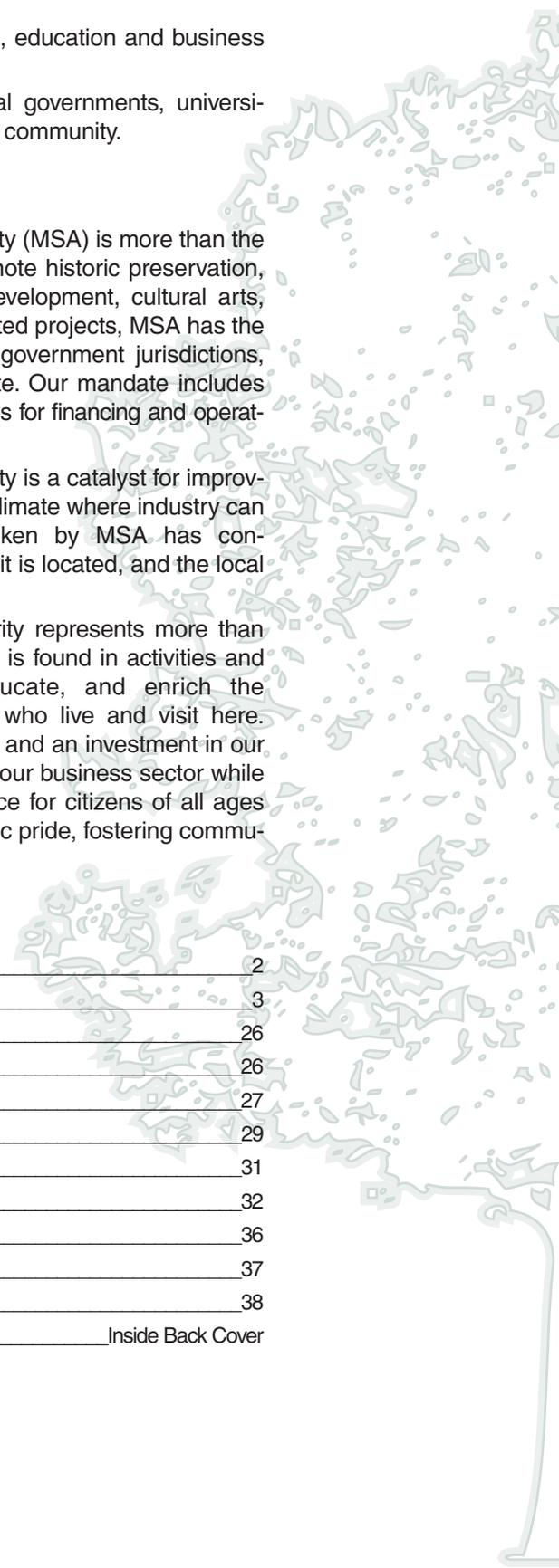
Top Left: Project Director Phil Hutson leads MSA staff on a tour of the stadium a few months before completion.

Below Left: Bumper boats with squirt guns have proven to be a big hit on hot summer days.

Below Right: (1) The entrance to Regency Furniture Stadium is reminiscent of an old Southern Maryland tobacco barn.

(2) The outfield is a great place to picnic.

(3) The terrace is perfect for groups or parties.





**To the Governor and Members
of the Maryland General Assembly:**

The visionaries who created a ballpark incorporating traditional materials, classic design, and downtown flavor gave us a signature color that still defines it – Camden Green.

Today, Camden Green means more than the shade selected for the seats and trim in Oriole Park. It characterizes many facets of the Stadium Authority's mission which make our landmark facility environmentally sensitive, financially productive, and safe—while maintaining the standards of excellence we established in 1992.

Our 2008 Annual Report examines the many ways Camden Green reflects the efforts of the Stadium Authority as we develop new facilities throughout the State that contribute to economic development and improve the quality of life for those who live, work and visit here.

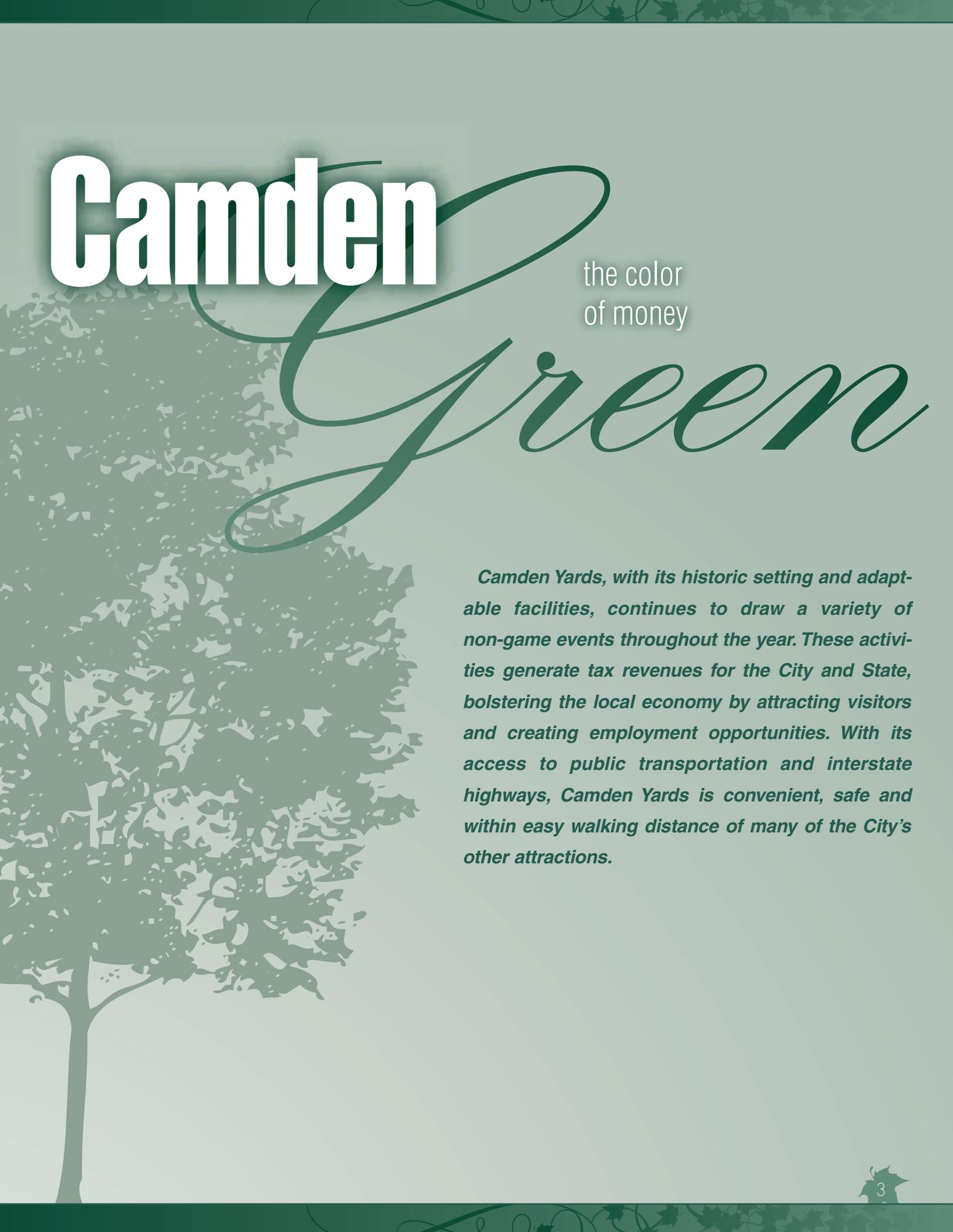
Sincerely,

Frederick W. Puddester

Frederick W. Puddester, Chairman

CHAIRMAN'S LETTER



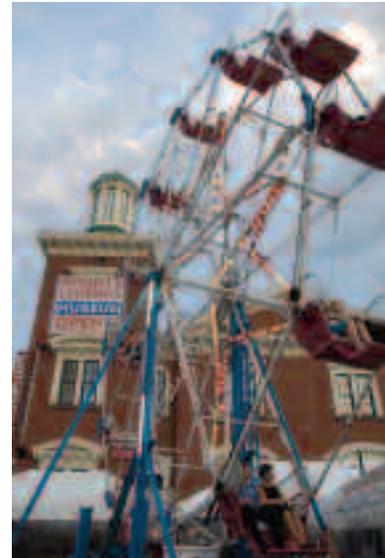


Camden

the color
of money

Green

Camden Yards, with its historic setting and adaptable facilities, continues to draw a variety of non-game events throughout the year. These activities generate tax revenues for the City and State, bolstering the local economy by attracting visitors and creating employment opportunities. With its access to public transportation and interstate highways, Camden Yards is convenient, safe and within easy walking distance of many of the City's other attractions.



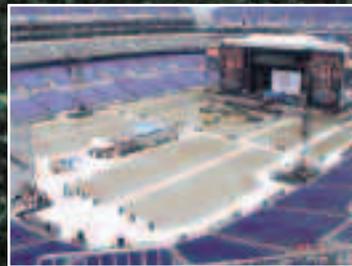
Among the largest events at Camden Yards was the 5,000+ Rite Aid convention. Participants gathered at functions on Eutaw Street and in M&T Bank Stadium.

Mercy Hospital's annual fund raising gala brought more than 700 guests to the tented surface of Camden Street and the Camden Station museums.

"The Best of Baltimore," sponsored by Baltimore Magazine, entertained more than 1,000 revelers on the Club Level at M&T Bank Stadium.

Under Armour garnered national publicity when they entertained their guests in the Ravens' locker room and demonstrated their product line on the field.





The Baltimore Ravens parlayed their membership in the Gridiron Network into the Country Music Association's "Entertainer of the Year," Kenny Chesney, May 10th concert at M&T Bank Stadium. More than 38,000 fans attended the all-day event. The combination of more than 3,200 out of town fans (some from as far away as Alaska and Florida) and the large concert crew resulted in 340 hotels' days—a significant economic impact.

According to a study by the Sage Policy Group, the concert generated more than \$1 million in state and local taxes, with statewide business sales calculated at roughly \$14 million.

The success of the Chesney concert has encouraged the Ravens to consider hosting at least one other similar event through the Gridiron Network in 2009.

In August, 2008, MSA welcomed the new Hilton Baltimore Convention Center Hotel to the neighborhood. A series of "familiarization" tours were held to acquaint hotel management and staff with the amenities, attractions, and activities at Camden Yards.

Top Left: Eutaw Street becomes a festival grounds for the annual Rite Aid convention.

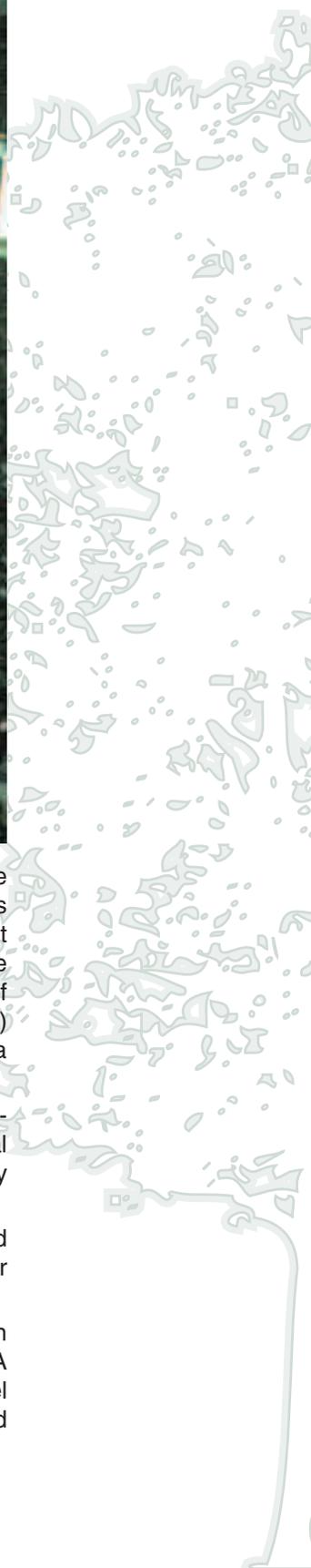
Top Left 2: The Mercy Hospital gala transforms Camden Street corridor into a lavish carnival.

Middle Left: The Geppi décor on the Club Level provides the perfect setting for the "Best of Baltimore" event.

Bottom Left: Under Armour takes the field with their investors.

Top Right: Part of the revenue generated by a concert is the production and labor it takes to transform a football stadium into a music venue.

Bottom Right: Our new best friends assemble in Flag Court in front of the video board welcoming them to the neighborhood.





A tour of the banquet and restaurant facilities in the Warehouse was followed by a trip to the bullpen in Oriole Park. Guests were welcomed with a greeting on the new scoreboard. Guided visits to Sports Legends and Geppi's Entertainment Museum in Camden Station concluded the visit.

With the two year hotel construction project now complete, and access to the complex unfettered by chain link, the Camden Yards team is eager to step up outreach to the visitor industry. MSA has partnered with Sports Legends and Geppi's to arrange additional "fam" tours for volunteers at the Visitor's Center, nearby hotels, and airport hotels along the light rail corridor

October brought the largest field ever for the annual Under Armour Running Festival, popularly known as the Baltimore Marathon. More than 17,500 participated, bringing an estimated 49,000 visitors to Baltimore. According to RESI Research of Towson University, the 2008 event generated \$22 million in economic impact to the region.

In November, the Navy-Notre Dame football game returned to M&T Bank stadium. As in 2006, the game was a sellout, with private functions hosted by alumni and sponsors in various on site facilities.

In 2008, the Maryland Stadium Authority partnered with the Department of Business and Economic Development (DBED) to develop a marketing strategy to attract regional, national and international sporting events to the state for sports and recreational activities. This initiative was prompted by a finding in Governor O'Malley's transition report that Maryland should be more aggressive in pursuing this lucrative industry to better utilize the state's athletic facilities and natural resources.

At the request of Chairman Frederick W. Puddester, the Maryland General Assembly approved language permitting MSA to fund such a study and recommend how best to achieve these goals.



Top Left: Nolan Rogers relates the history of Camden Yards from the Orioles bullpen.

Bottom Left: New MSA Executive Director Mike Frenz crosses the finish line near M&T Bank Stadium.

Right: The Brigade of Midshipmen proudly take the field prior to the game against Notre Dame. Their parade was reviewed by Secretary of State Condoleezza Rice and Secretary of Defense Robert Gates.



Although Camden Yards has a sports commission committed to attracting and supporting events at the complex, preliminary research indicates that commissions with a statewide focus are among the most successful. Because the State of Maryland already has invested millions of dollars in sports and recreational facilities, maximizing their use to increase revenues is good fiscal policy.

With the ocean, bay, rivers, mountains, trails, and championship golf courses located in a compact geographic region, Maryland has a wealth of attractions to offer.

Marketing our resources enhances the visitor industry, a significant portion of the Maryland economy.



In August, Terry Hasseltine, formerly of the Kentucky Sports Authority and Greater Louisville Sports Commission, joined DBED as the first Director of Sports Marketing. His comprehensive report to develop a Maryland Sports Commission and recommend a strategic plan for attracting events to Maryland was submitted to the Legislature in December, 2008.



In March, 2009, Camden Yards will welcome the internationally acclaimed Cirque du Soleil for their presentation of the epic odyssey "Kooza." The Cirque's famed Le Grand Chapiteau will be

erected on Lot O, west of M&T Bank Stadium, for 25 performances through April 5th.

Cirque du Soleil is expected to attract up to 100,000 visitors and generate millions of dollars for the local economy.



Top: Terry Hasseltine, new Director of Sports Marketing.

Camden

an urban oasis
in a historic gateway

Green

Our 85-acre complex is more than two stadiums, historic train station, and iconic warehouse; it is also a popular park within urban open space, accessible year round, where our neighbors can enjoy walking or cycling in safety.

Throughout the year, thousands tailgate on game days, revel at festivals or assemble for fund raisers.

For centuries, travelers have passed historic Camden Yards. We are determined to keep our beautifully landscaped campus pedestrian friendly, and an asset for the State and City.



In 2008, MSA reached an agreement with Maryland Department of Transportation and the City of Baltimore to open the pedestrian bridge at M&T Bank Stadium. This connected Camden Yards with the Gwynns Falls Trail, a 15 mile hiking/biking trail that extends from the I-70 Park and Ride to the Inner Harbor. Approximately 30 neighborhoods in West and Southwest Baltimore are joined by the trail. The bridge was previously open for light rail access only on game days. In October, Baltimore Mayor Sheila Dixon unveiled the Gwynns Falls Trail marker on the bridge, relating the history of the site.



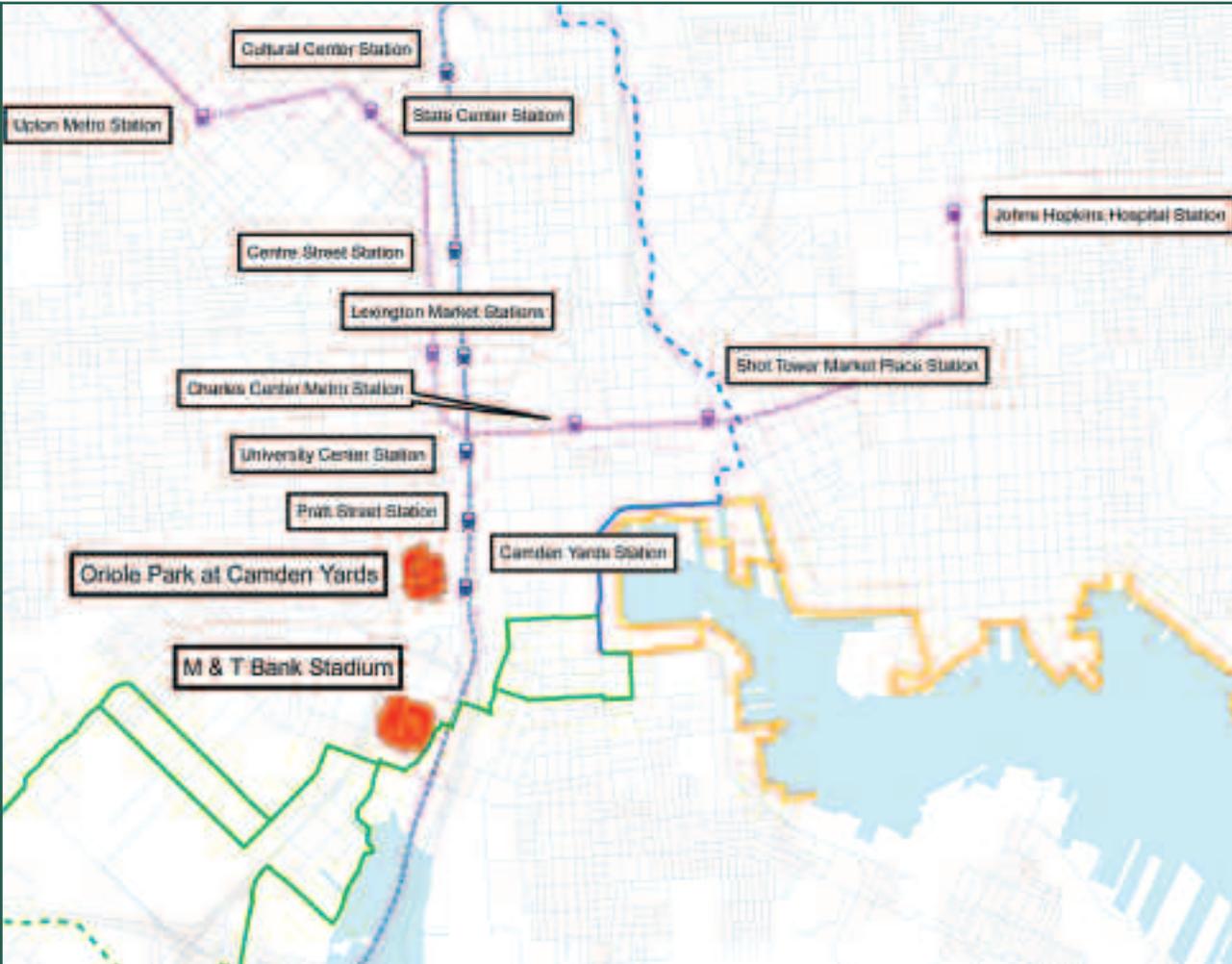
Top: Mayor Sheila Dixon unveils the trail marker during her morning bicycle ride with staff.

Middle: John McKinney and Michael Andrejczuk secure the signpost on the newly-opened Gwynns Falls Trail overpass. The trail marker relates the industrial background of the site, taken from the history and images compiled by Nolan Rogers when the stadium was constructed.

Right: Bike trails, light rail stops and Metro stations can be seen in this portion of "Camden Connections," a map, which of alternative transportation routes to Camden Yards.



Encouraging Alternative Transportation

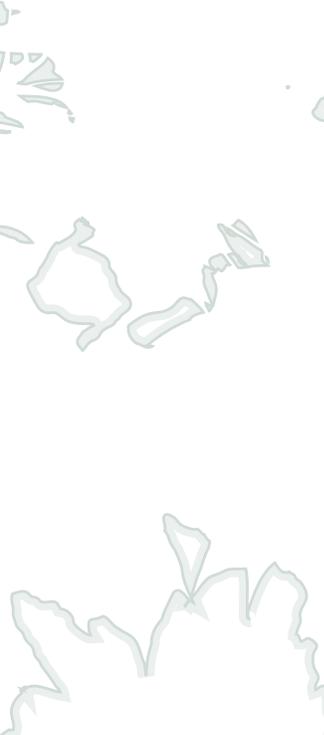


As it has been for more than 150 years, Camden Yards is still a transit hub. In 2008, the Camden Yards partners took steps to encourage greater use of alternative transportation.

In May, the Mass Transit Administration (MTA) and the Orioles participated in Baltimore's "Bike to Work Day," demonstrating how bus racks work on light rail trains and the accessibility of the park to cyclists.

In June, a new bike trail map was posted on MSA's website with directions to the Camden Yards complex using designated trails in Baltimore and nearby counties. In addition to the Gwynns Falls Trail, bike-friendly light rail service connects to the BWI Trail, Baltimore-Annapolis Trail and the Jones Falls Trail. MTA also added bike racks to many buses, facilitating bicycle travel with public transportation.







On the north end of the Camden Yards complex, the opening of the Hilton Baltimore re-established the Eutaw Street corridor connecting downtown Baltimore to the sports complex, providing a dramatic finish to the 2008 Marathon.

In addition to the Running Festival events staged along the sycamore-lined promenade, other walkathons and community-based events took place at Camden Yards in 2008.

Our neighbors were encouraged to visit Camden Yards for recreational fitness. Copies of our “Babe to Johnny” brochure describing our walking trails were distributed to nearby hotels, businesses, and community associations.

The opening of the Hilton Hotel, and increased bookings at the Convention Center have contributed to additional foot traffic on the Camden Yards campus as visitors and residents come to enjoy the beauty of our park.

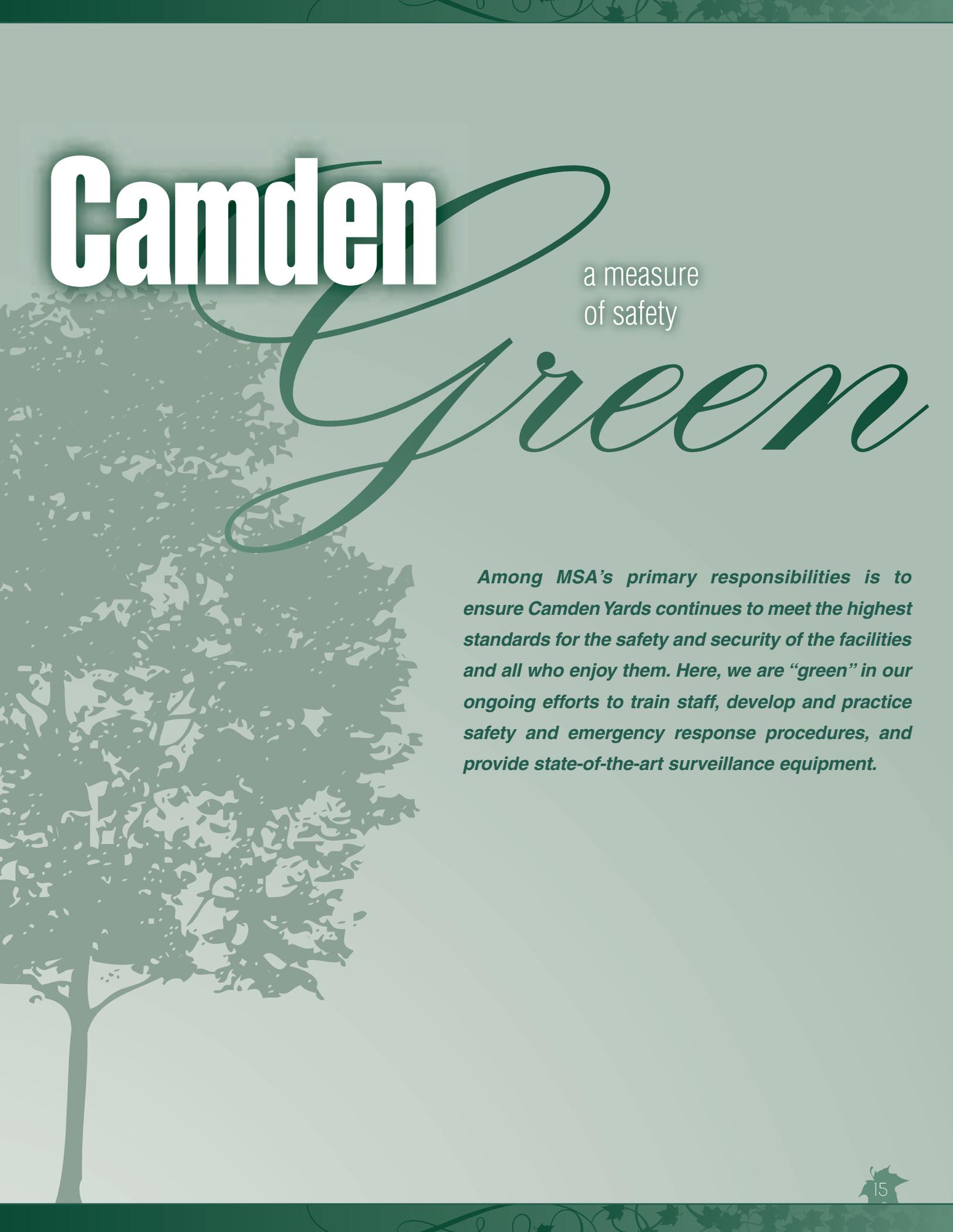


*Left: The Finish Line is in sight for these runners, as they pass under the Hilton skywalk on newly reopened Eutaw Street.
Photo by Mark Clem*

Above: Participants in “Step Out: Walk to Fight Diabetes” assemble at Johnny U for their October walkathon. This annual event raised over \$393,000 for research, advocacy and educational efforts in 2008. Participation in the Baltimore walk at Camden Yards is the 4th highest in the nation.



The Camden Yards Sports Complex also serves our law enforcement partners as a training facility. Here, members of the Baltimore City Police Department practice maneuvers on dirt bikes.



Camden

a measure
of safety

Green

Among MSA's primary responsibilities is to ensure Camden Yards continues to meet the highest standards for the safety and security of the facilities and all who enjoy them. Here, we are "green" in our ongoing efforts to train staff, develop and practice safety and emergency response procedures, and provide state-of-the-art surveillance equipment.



In 2008, MSA security staff participated in several exercises with federal, state, and local law enforcement officials and emergency management crews from all over the state.

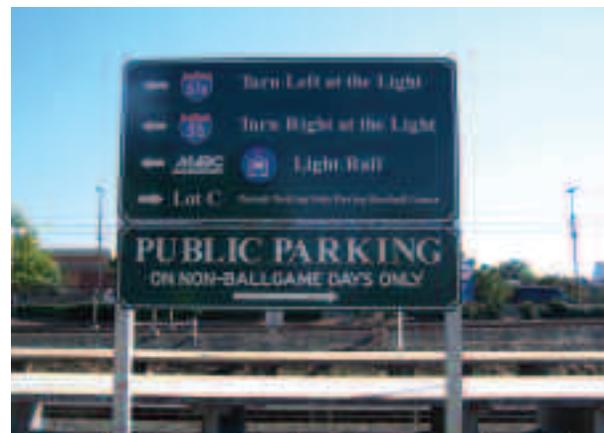
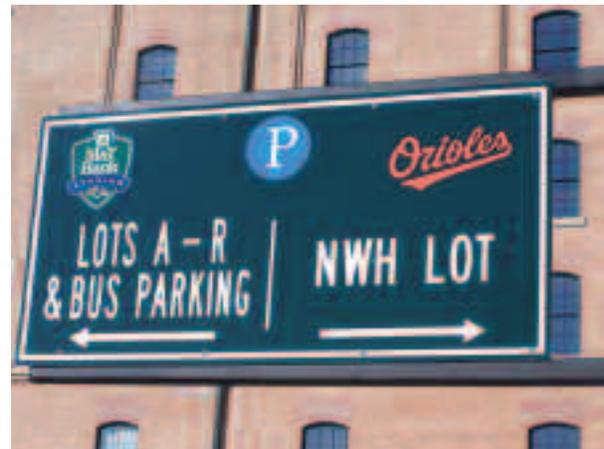
In March 2008, members of the MSA security team were trained by the federal Bureau of Alcohol, Tobacco, Firearms and Explosives in explosives detection and identification. This bomb threat search training is provided annually to ensure that security personnel are current on techniques for handling threats and recognizing explosive materials.

“Operation Purple Haze” was held in M&T Bank Stadium on August 2nd to practice detection and response to a simulated attack during a public event. “Operation Purple Haze” was sponsored by the Department of Homeland Security and the Federal Emergency Management Agency, with participation by the Maryland Emergency Management Agency, the City of Baltimore, the Stadium Authority and the Ravens. Hundreds of first responders and communication specialists from different agencies took part in the drill, practicing victim triage, deploying decontamination equipment, and interacting as they would in a real emergency.

A closed circuit camera joint project involving the City of Baltimore and the Stadium Authority (funded by a grant from Homeland Security) added six new surveillance cameras on the north and east perimeters of Oriole Park, providing more comprehensive security coverage for those who work or visit our campus.

Directional signs to assist visitors to the Camden Yards complex were redesigned and updated to improve traffic. Led by James Slusser, MSA’s Director of Security and Public Safety, a group of State and City transportation officials, representatives of the Orioles, Ravens, and Central Parking Systems (MSA’s parking contractor), evaluated existing signage (most dating back to 1993-96) traffic patterns and parking locations to determine where and what type of signs should be placed to facilitate access. The result is a coordinated system providing safer, easier ingress to the complex and lettered lots. The new design incorporates team logos into street and highway standards. Several have been placed around the perimeter of the complex.

The project will be complete when additional signs, designating egress from the complex to highway arteries, are installed before Opening Day, 2009.

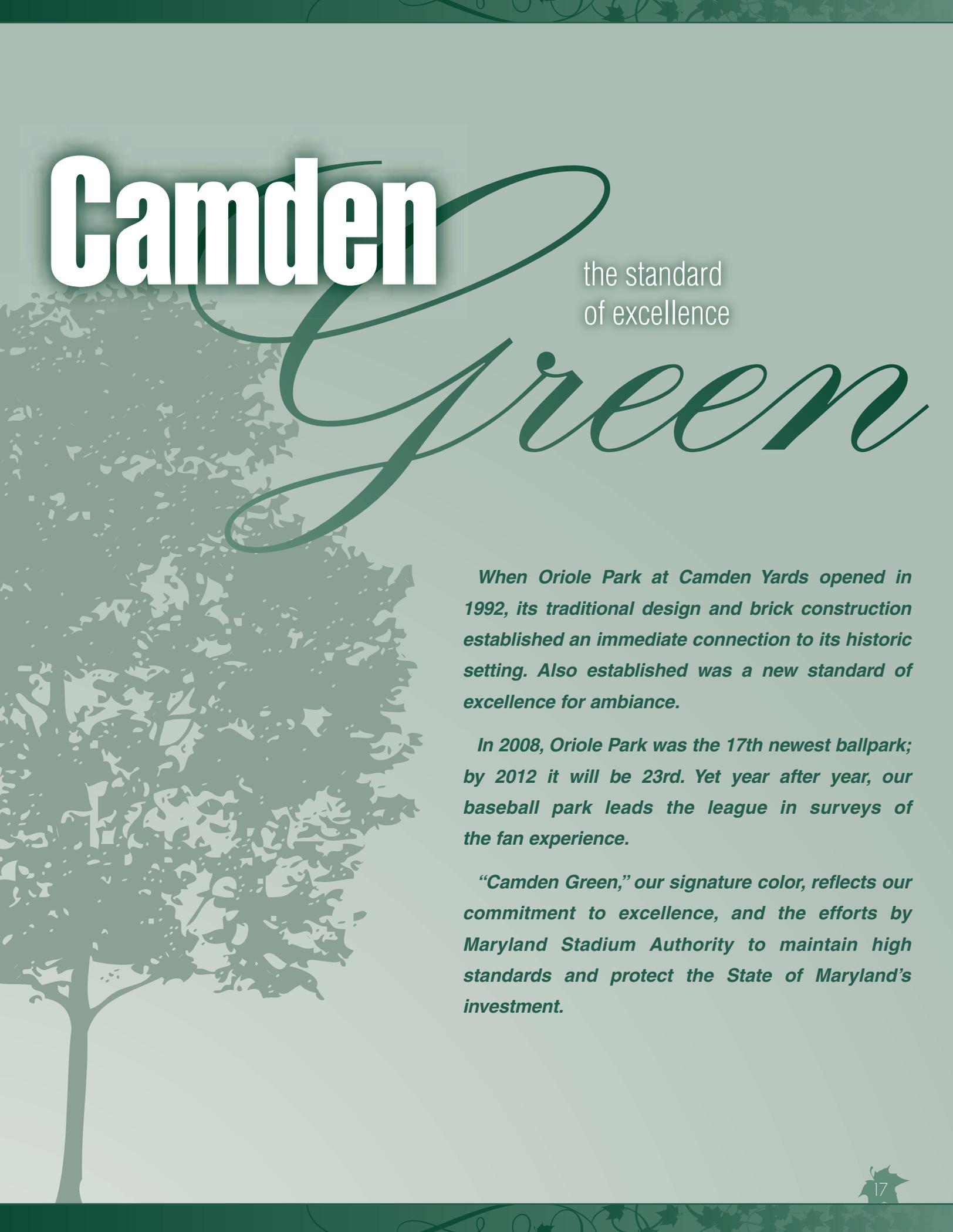


Top Far Left: First responders enter the stadium shortly after the “dirty bomb” detonates.

Top Left: Jim Slusser (right) discusses the drill with a Homeland Security Official (left), and Roy Sommerhof of the Ravens (center).

Top Right: Explosive devices come in all shapes and colors, as these displays demonstrate.

Middle to Bottom: New signs facilitate traffic flow within the stadium complex.



Camden

the standard
of excellence

Green

When Oriole Park at Camden Yards opened in 1992, its traditional design and brick construction established an immediate connection to its historic setting. Also established was a new standard of excellence for ambiance.

In 2008, Oriole Park was the 17th newest ballpark; by 2012 it will be 23rd. Yet year after year, our baseball park leads the league in surveys of the fan experience.

“Camden Green,” our signature color, reflects our commitment to excellence, and the efforts by Maryland Stadium Authority to maintain high standards and protect the State of Maryland’s investment.



It isn't easy (or inexpensive) being "Camden Green." This commitment is an ongoing process, with maintenance completed between seasons or, in an emergency, between home stands. Some improvements are never seen by the average fan, yet all are important to keeping Camden Yards the model for professional management of a public facility.

In 2008 more than \$1 million was invested to upgrade features throughout the complex. These include renovations of the North Warehouse Lobby, several suites and the First Aid Station at Oriole Park, and the South Club level at M&T Bank Stadium (financed by the Ravens.)

The most visible and publicized upgrade in 2008 was the state-of-the-art video scoreboard in Oriole Park, which replaced the original 1992 Sony. This system, which includes the video screen, main scoreboard, out of town scoreboard and peripheral ribbon boards, is part of a \$9 million enhancement to the park's audio-visual experience.

On Opening Day 2009, a new control room will be in place allowing high definition broadcasts and greater versatility in programming. A new sound system will complete the package approved by the MSA board in 2007.

Maryland Correctional Enterprises (MCE), a division of the Maryland Department of Corrections, supplies both goods and services to Camden Yards. In 2008, MCE pro-





Top Left: The beautiful MASN Suite sports new tables with Orioles insignia.

Bottom Left: Mr. Greene's smile and Mary Buckingham's seasonal décor enhance the remodeling of the North Warehouse lobby.

Top & Bottom Right: New furniture, purple-flecked terrazzo, and the Ravens logo complete the new look on the south club level at M&T.

Middle Right: The First Aid Station at Oriole Park is more accommodating and color coordinated.



vided new furniture for the Club Level at M&T Bank Stadium and suites at Oriole Park. They fabricated the banner signs promoting MSA's EmPower Maryland Program and furnished uniforms for our Facilities Management staff. Through the Department of Public Safety & Correctional Services, arrangements were made with the Toulson Boot Camp to utilize inmates convicted of non-violent crimes to assist with cleaning and landscaping duties.

In 2008, MSA also partnered with Maryland Works, a statewide membership association that focuses on advocating and promoting employment and economic opportunities for individuals with disabilities. They are the liaison with Chimes, the non-profit organization that educates and trains individuals with developmental disabilities, to perform janitorial services.



MSA consulted with the Maryland Department of General Service on that agency's Energy Performance Contracting Program and made arrangement to piggyback onto this established program. This agreement enabled us to select one of five energy service companies to complete a campus-wide survey. Our choice, PEPCO, completed the survey and presented us with a development plan. The next step in working toward a more energy efficient operation is the preparation of an engineering study. This study currently is underway and a plan recommending a program of energy savings will be submitted to the Stadium Authority early in 2009.

The Stadium Authority also is encouraging our partners and tenants to purchase products that are in compliance with the Energy Star program of the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy to save energy and protect the environment.

Top: Down with the old — the 1992 Sony video board is carefully dismantled.

Bottom: New furniture on the Club Level makes M&T sparkle.

Camden

protecting the
environment

Green

In 2008, the Maryland Stadium Authority made significant progress in our efforts to implement more environmentally sensitive practices, and utilize “green” products. In cooperation with our Camden Yard partners and using resources available through State of Maryland agencies, MSA identified a number of opportunities for improvement.

Recognizing that we are one of the largest and most visible State facilities, MSA is striving to be a model for Maryland’s commitment to reduce energy consumption, recycle waste, and conserve natural resources through our procurement policies.

The wide range of activities that take place at Camden Yards offer many opportunities to address this challenge.

In 2008, MSA selected a new vendor to provide janitorial services at Camden Yards and adopted more environmentally sensitive cleaning practices and product use.

Among these procedures are “no touch” systems which combine pressure washing, product application, and wet vacuuming into a single process. This minimizes chemical use and reduces staff contact with both chemicals and soiled surfaces. Microfiber technology also has been introduced. This reduces the time and energy required for certain tasks, again with less reliance on chemicals.

To reduce water consumption and increase productivity, the cleaning contractors continue use of automatic scrubbers and rotary spray systems.

Energy Conservation –

MSA replaced the existing cathode ray JumboTron and incandescent light bulb Matrix boards at Oriole Park with LED video boards immediately prior to the 2008 season. This reduces electrical consumption by 284,000 watts—a 66% energy savings.

Responsible Disposal –

MSA recycled all of the components of the old boards, including 55,000 light bulbs and 850 cathode ray tubes, for a total of 98,200 pounds (49.1 tons) of refuse through E-Structors, an environmental recycling firm. Not only did this save landfill space, it ensured that the heavy metals contained in these obsolete electronics did not contaminate the environment.

Recycling Waste –

At Oriole Park at Camden Yards, MSA successfully recycles white paper, pallets, corrugated cardboard, electronics, lamps and metals. Aramark, the concessionaire for both stadiums, recycles glass, plastic and cardboard generated by game day preparations. Biodegradable utensils, cups, napkins, and trays from post consumer fiber also are utilized by Aramark. Frying oil is recycled for biodiesel fuel.

In calendar year 2007, of a total of 2,579 tons generated, MSA recycled 2,579 tons for a recycling rate of 16.6%.

In August of the 2008 baseball season, MSA expanded our recycling program to include plastic and aluminum. 25 recycling bins were placed on the main and upper concourses of Oriole Park. In the twelve home games in August 2008, more than 19 tons of material was collected from the bins and stands.

MSA’s goal is to further our recycling program for the 2009 baseball season. In conjunction with our ballpark partners, MSA engaged the services of the Maryland Environmental Service to evaluate ballpark operations and offer suggestions on ways to improve recycling efforts.



Top: Components of the old scoreboard are carefully dismantled prior to recycling.

Bottom: A newly installed recycling bin at Oriole Park.



Environmental sensitivity is the watchword for the management of the Camden Yards facilities, as well as in the planning and construction of all MSA projects. In 2008, Project Executive Gary McGuigan and Project Manager Philip Hutson were LEED accredited by the U.S. Green Building Council.



MSA's Coppin State project is being constructed to green building standards, pursuing a LEED silver certification, which is determined after completion.

The Maryland Environmental Service (MES) was created in 1970 to protect and enhance the State's air, land and water resources. As an independent State agency, MES works with public and private sector clients to find innovative solutions to environmental challenges. MES combines the public sector's commitment to environmental protection with the private sector's efficiencies, flexibility and responsiveness.

Their proposal, received in October, suggests a number of program improvements and new options, including training employees, engaging tenants in recycling practices, on-site monitoring, and purchasing additional environmentally preferable products. A maintenance program would include inspections of containers, completing State forms, and monthly reports.

After consulting with our service providers and partners, MSA hopes to implement the MES proposal and expand our recycling efforts throughout the campus.

The challenges at M&T Bank stadium are quite different because of the size and intensity of the experience. Ravens games are analogous to having a city the size of Towson descend on Camden Yards for a full day of celebration.

In 2008, the Stadium Authority joined forces with the Ravens, Aramark, and Chimes to develop a long term recycling strategy for products and procedures used at M&T Bank Stadium. This ambitious plan will take several years to fully implement, but initial efforts showed a dramatic improvement in recycling refuse on game days and during daily operations. Collection efforts also have expanded to include non-NFL events in the stadium for both in the seating bowl and catered events inside the stadium. In 2007, we recycled 41 tons of material through Waste Management. Our goal for the 2008 season is 80 tons.

An NFL directive to use cups instead of cans for beer sales gave MSA greater control of disposal issues. As a result, the first home game in September yielded 11 tons of recyclable refuse, about 300% more than the average of 2 tons per game in previous years. Educating fans in the premium seats—on the club level and in the suites—also contributed to the amount of recyclables captured.

Future targets for waste recycling include the concourses, concession stands along Ravens Walk, and in the tailgating areas where fans congregate before the games.

All parties understand that educating the fans on the State's commitment to recycle is a major part of the process. Signs posted in prominent stadium locations, visual reminders on the scoreboard and periodic announcements over stadium speakers are a part of this educational process.

Above: MSA staff is exploring every option to reduce waste and increase recycling on game days.

The "Fan Can" is one eye-catching possibility that may find its way to the concourses of M&T Bank Stadium.



Since 2005, MSA has reduced our domestic water consumption by several million gallons per year through some simple operational changes, such as sensors to determine the need for irrigation.

MSA has also been successful in maintaining or reducing electrical and steam usage, even while adding electrical components. By sealing the building envelope to reduce heat and air loss, the HVAC systems operate more efficiently.

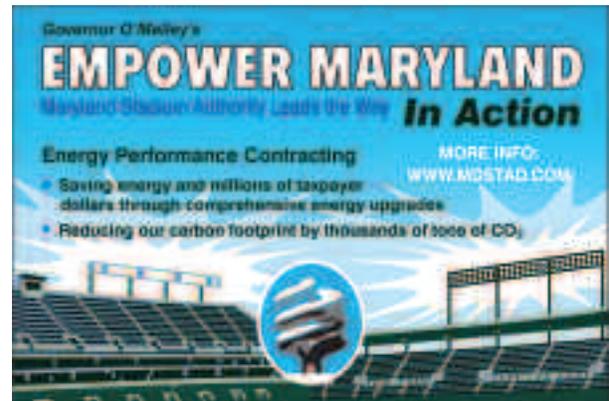
MSA is committed to meeting Governor O'Malley's EmPower Maryland goal of a 15% reduction in electricity consumption by the end of 2015.

Through Energy Performance Contracting with PEPCO Energy Services, MSA has an opportunity to reduce energy consumption by 16.6% and reduce greenhouse gas emissions by almost 12 million pounds each year. In 2008 PEPCO conducted an onsite audit and gave MSA a Preliminary Technical Proposal. The Phase I Engineering Proposal is now being developed through the State's Energy Performance Contracting Program.

PEPCO's Preliminary Technical Proposal, which covers the entire Camden Yards Sports Complex, offers the potential of:

- I. Nearly \$8 million in new energy infrastructure with no upfront capital requirement
- II. Over \$1 million in savings annually over the term of the contract
- III. A guaranteed energy cost reduction of 23.8%
- IV. A guaranteed energy reduction of 16.6%
- V. Improved reliability and comfort, added capacity, and system redundancy

CONSERVATION AT CAMDEN YARDS





LANDSCAPING

In 2008, the MSA Board agreed to invest in a “green roof” for the centerfield overhang in Oriole Park. Green roof technology, which replaces flat run-off surfaces with permeable soil and vegetation, provides energy saving climate control to structures while providing stormwater management and a more attractive building cover.

In late fall, MSA and the Baltimore Ravens began to develop a sustainable landscaping master plan for the stadium periphery that will comply with the administration’s commitment to energy conservation, green practices, and environmental sensitivity while enhancing the complex. When implicated, the plan will be a national model for best practices in sustainable public design.

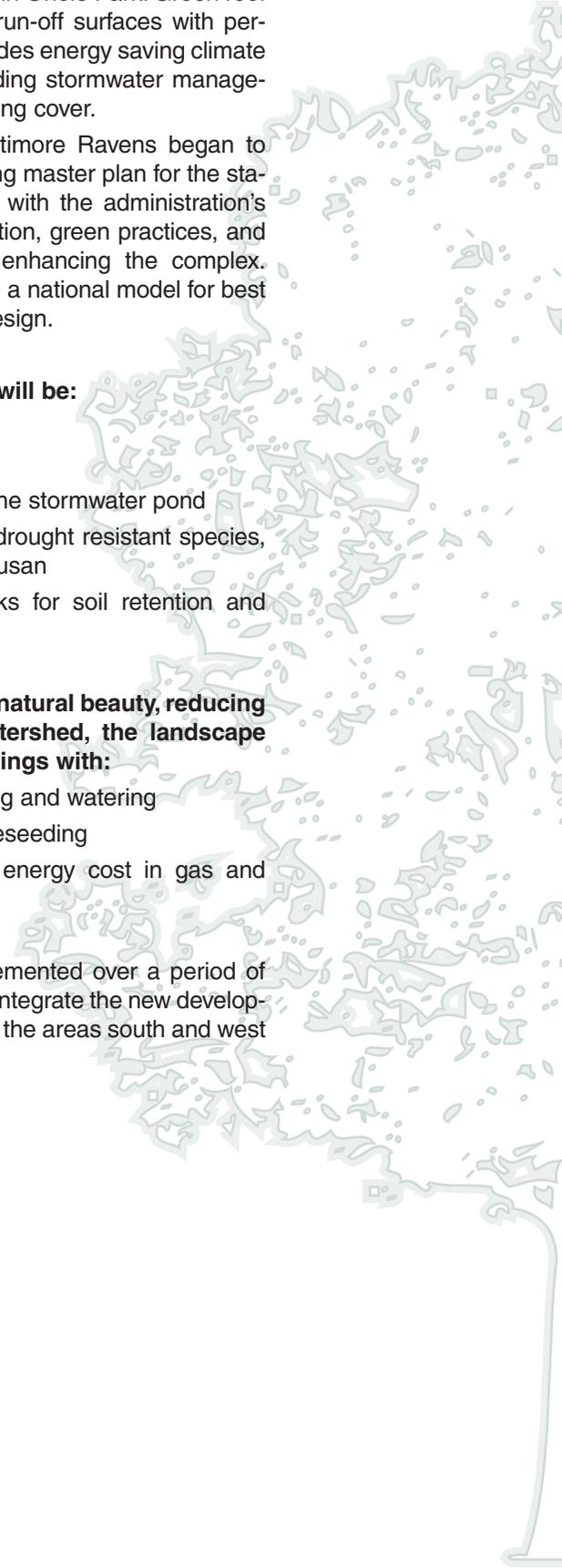
Features of the master plan will be:

- Use of native vegetation
- Rain gardens
- Rehabilitating and utilizing the stormwater pond
- Perennial flower beds with drought resistant species, i.e. the state’s Black-eyed Susan
- Propagating bulbs on banks for soil retention and color

In addition to enhancing the natural beauty, reducing runoff and protecting the watershed, the landscape improvements will provide savings with:

- Less maintenance in mowing and watering
- Less cost for fertilizer and reseeding
- Reduced carbon footprint, energy cost in gas and electricity consumption

This master plan will be implemented over a period of several years and will eventually integrate the new development and greenways planned for the areas south and west of the stadium complex.



2008 PROJECTS AND STUDIES



Southern Maryland Baseball Stadium

In Summer, 2007, construction began on the Southern Maryland Baseball Stadium, future home of the Class A minor league team Blue Crabs. Now known as Regency Furniture Stadium, this 4,600 seat multi-use facility was built on forty acres in Waldorf. It opened May 2, 2008, to a jubilant overflow crowd eager to enjoy professional baseball in Southern Maryland.

Unlike most stadium projects, Regency Furniture Stadium is an entertainment complex with a multitude of uses to serve the community and private groups year-round. The stadium will be the site of a full range of local college and high school sporting events, such as football, soccer and lacrosse. It will provide a professional quality facility for local and regional playoffs, championships and other high school activities such as concerts and graduation ceremonies.

In addition to providing recreational opportunities for young people and families, this multi-use stadium will have a significant economic impact for the State. The experience of other Maryland communities indicates that this kind of facility should attract new business and private sector investment to Charles County and the area. The study concluded that "If you build it, they will come" from throughout Southern Maryland, and the Northern Neck of Virginia. In their inaugural season, the Blue Crabs of Crustacean Nation drew 225,000 fans.

In the months since opening, Regency Furniture Stadium demonstrated it can be the new franchise player for the burgeoning Charles County visitor industry. During the summer of 2008, a number of regional attractions, including a concert with REO Speedwagon, The 70's Summer FunkFest, and other music festivals for jazz and country fans, were held at the stadium.

As a venue for regional activities and events, youth oriented sports competition, and wholesome family entertainment, this park complex will provide a much needed focal point for the community. It will be an anchor for planned growth in retail and residential development because the infrastructure needs were factored into this project.

Beginning in September, the stadium site began providing a valuable year-round service as a park and ride location for MTA's commuter route connecting Charles County to the Suitland Metro station.

COMPLETED PROJECT



Regency Furniture Stadium was built:

- **Ahead of schedule**
- **Under budget**
- **With MBE participation of 25%
on construction contract**



2008 PROJECTS AND STUDIES

CURRENT PROJECT



Coppin State University Physical Education Complex

In the fall of 2007, construction began on a new facility for Coppin State University in Baltimore. This project includes a 167,000 square foot physical education complex composed of an indoor arena and pool, a 10,000 square foot satellite central utility plant, a 67,000 square foot facilities management and public safety building, an outdoor track, tennis courts, ballfields, and campus parking.

Coppin State is a valuable community resource and a major factor in educational opportunities for neighborhood residents from elementary school through college. This project not only impacts the student body but also contributes to economic development and quality of life in West Baltimore.

Maryland Stadium Authority anticipates opening the arena by Fall, 2009 and full completion on the complex by January, 2010.

Cost- \$134,000,000 (includes property acquisition, demolition, design, and construction)

Architects- Cochran, Stephenson & Donkervoet, Inc. / Sasaki Associates, Inc.

Construction Management- Gilbane / Banks Contracting, JV

Timeline- Phased Opening Fall 2009 - January 2010

Left Top: Pinch, the Blue Crab, is a big hit with the kids.

Left Bottom: Regency Stadium provides a great setting for concerts at night and music festivals during the day.

Above: How the Coppin State University Physical Education Complex will look next October.

2008 PROJECTS AND STUDIES



Project Features

Physical Education Building

- Classrooms
- Auxiliary gyms
- Dance studios
- Racquetball courts
- Fitness facility
- 4,100 seat basketball arena
- Indoor NCAA regulation pool with spectator seating

Facilities Management / Physical Plant / Public Safety Building

- Campus Security Offices/Operations Center
- Capital Planning/Procurement/Mail Facilities
- Satellite Central Utility Plant (SCUP) with new utility services
- Physical Plant Shops (Elec / Mech / Carpentry / Vehicle Maintenance)
- Central Receiving

Outdoor Improvements

- NCAA regulation 400 meter track with spectator seating
- Soccer field
- Softball field
- Tennis courts

Infrastructure Improvements

- Parking lots
- Road expansion
- New campus entrance on Gwynns Falls Parkway

Notable Features

- Expands the size of the Coppin campus by about a third, taking it from North Avenue to Gwynns Falls Parkway
- The complex is actually three buildings in one, bordering Gwynns Falls Parkway and Warwick Lane, which partially frames the new outdoor track and fields
- Landscaping gives environmental as well as aesthetic enhancements to campus and community
- 38% MBE participation in 1st phase (exceeds project goal of 30%)
- Anticipated Silver LEED Certification





2008 PROJECTS AND STUDIES

COMPLETED STUDIES

Ocean City Convention Center Expansion

Ten years after completing the expansion of the Roland E. Powell Convention Center, the Maryland Stadium Authority was asked by the Town of Ocean City to perform a feasibility study on the economic potential of further expansion.

In July 2007, the council voted to have MSA evaluate existing market components and analyze ways to capture those markets. This economic study was designed to determine if an additional expansion is warranted, and, if so, what direction it should take.

Crossroads Consulting was selected to perform the market and economic study in December, 2007. Their findings were presented to the Ocean City Council on December 9, 2008.



Prince George's County Soccer Stadium

On September 19, 2008, the Maryland Stadium Authority released the market and economic study to determine the benefits of locating a soccer stadium for DC United in Prince George's County.

The study was commissioned at the request of Prince George's County after the team approached them about possibly relocating there. DC United has used RFK Stadium (constructed in 1961 to accommodate professional baseball and football) since its inception in 1996. The team, at the urging of Major League Soccer, is determined to develop a new soccer specific stadium consistent with standards established by other teams in the league. The \$75,000 study, conducted by Crossroads Consulting Services, was authorized by the Maryland General Assembly to determine the extent that Prince George's County and the State of Maryland could benefit from locating the team in Prince George's County. The study was not site specific.

The study determined that soccer is an evolving sport, boosted in recent years by television contracts, major sponsorships, and investment in soccer specific stadiums used to host international events. Factors cited for the success of a soccer specific facility in Prince George's county include the existing loyal fan base, the ethnic diversity and other demographic characteristics present in successful franchise bases, and access via mass transit and highways. These same factors make Prince George's County attractive for other uses of the facility, such as concerts and festivals.

Other attractions in the area—Six Flags and the new National Harbor—plus proximity to airports and hotel availability, would make a stadium in Prince George's County a strong contender for hosting national and international tournaments. The size and layout of such a stadium would also be compatible for lacrosse, which enjoys great popularity in the Mid Atlantic region.

After the release of the study, discussion continued between Prince George's County officials and DC United representatives to determine if the team was willing to make a commitment to move.



Left Middle: Project Director Eric Johnson with Acting Executive Director Dave Raith at the Topping Off Ceremony October 9, 2008

Left Top: The ceremonial signing of the beam, next to the traditional evergreen

Left Bottom: The arena, as it looked in October 2008.

Right Middle & Bottom: DC United fans are among the league's most demonstrative. Their loyalty is a major factor in the feasibility a soccer-oriented stadium in Prince George's County.

2008 PROJECTS AND STUDIES



Baltimore Arena

In May, 2007, the Maryland Stadium Authority released the feasibility study on a new Baltimore arena. The study was requested and funded by a group of interested agencies and stakeholders, including the Baltimore Development Corporation, the Downtown Partnership of Baltimore, the Greater Baltimore Committee, the Maryland Department of Business and Economic Development, and the Westside Renaissance.

In August 2007, the Baltimore Development Corporation, on behalf of the City, issued a formal Request for Expression of Interest. They solicited the private sector to express an interest in the project with responses suggesting sites and funding options.

Seven responses were received by the October 30th due date, and reviewed by a selection panel which included MSA Chairman Fred Puddester. In June 2008, after considering the submissions, suggested sites and concepts, and input from the Mayor and Governor, the committee announced their intention to construct a 18,500 seat arena on the site of the existing structure.

In July, the Baltimore Development Corporation issued two requests for proposals. One was for a development team to build a new 18,500 seat downtown arena with an "iconic design" that would reflect the caliber of the nearby Camden Yards complex and revitalize Baltimore's downtown with high quality mixed use development. The second RFP was for a consultant to advise the city during negotiations.

Mr. Puddester continues to be a part of the selection process for the consultant and development team. Gary McGuigan, MSA's Project Executive, serves as an advisor to the panel.

The feasibility consultant, to be selected early in 2009, will assist in the analysis of development proposals and facilitate contract negotiations with the selected developer/operator. The consultant also will be responsible for identifying a location and development scenario for a temporary facility to be utilized for currently scheduled arena activities while the replacement is being built.

Baltimore Development Corporation expects to select the development team by mid to late 2009.

COMPLETED STUDIES



Above: The downtown location and proximity to public transportation were cited as reasons for building a new Baltimore Arena on the existing site.

Right: Baltimore's famed "Battle Monument" lies between the historic Clarence Mitchell Courthouse and the Post Office building across the street.



2008 PROJECTS AND STUDIES

CURRENT STUDIES

Montgomery County Arena

The Maryland Stadium Authority, the Montgomery County Department of Economic Development, and the Maryland Department of Business and Economic Development kicked off a study of market and economic feasibility for a proposed Montgomery County arena by contracting Sage Policy Group. The preliminary economic study, completed in June 2007, was not site specific but assumed a central county location for analytical purposes.

The market study determined that Montgomery County could readily support an arena, citing scores of county activities displaced due to the absence of an appropriate facility. Specifically, graduations, sporting events and an assortment of entertainment opportunities went elsewhere for lack of a local Montgomery County venue.

This analysis determined that the level of demand for an appropriately sized and appointed arena is substantial and sufficient to merit serious consideration. The Department recommends an arena with 6,500 to 8,500 fixed seats and a total capacity of 8,000 to 10,000.

Once operational, the arena is projected to support 764 jobs, \$6.6 million in wage income, and nearly \$19 million in business sales in Montgomery County.

For these reasons, the study concludes an arena strategically situated in Montgomery County would be financially feasible, support significant economic activity and provide a long needed community amenity.

Based on the preliminary findings of this report, the Stadium Authority contracted HOK Sports architects and Brailsford & Dunlavey to develop a program, evaluate potential sites and review the market and economic study.

This portion of the study is expected to be completed in early 2009.

Baltimore City Circuit Court Complex

In November, 2008, the City of Baltimore formally requested the Maryland Stadium Authority to conduct a feasibility study for the modernization of their circuit court complex. This study would address structural concerns in the historic Clarence Mitchell Courthouse and the nearby Post Office building which serves as an annex. Both were constructed early in the 20th century.

The study would also include conceptual design, engineering analysis, cost and the possible use of historic tax credits for restoration of original features.

Approval of this request by the General Assembly is pending. If granted, a Request for Proposal could be issued in early 2009.





BOARD MEMBERS



Frederick W. Puddester, *Chairman*

Frederick W. Puddester was appointed Chairman of the Maryland Stadium Authority by Governor Martin O'Malley on July 1, 2007. Mr. Puddester is Senior Associate Dean for Finance and Administration of the Krieger School of Arts and Sciences at Johns Hopkins University. Mr. Puddester was previously Executive Director of Budget and Financial Planning at Hopkins, responsible for the development of the University's \$3.5 billion operating budget and \$1 billion five-year capital program. Mr. Puddester serves as Secretary to the Board of Trustees' Finance Committee, represents the University on the Boards of several subsidiaries owned by the University and Johns Hopkins Health System and serves on several University-wide committees.

Prior to joining Johns Hopkins University, Mr. Puddester was Secretary of the State Department of Budget and Management from 1996 to 2000. He has also served as a Deputy Chief of Staff to the Governor, Deputy Secretary and Finance Director in the Budget Department and spent nine years on the budget staff for the Maryland General Assembly.

Mr. Puddester received his Bachelor's degree in Political Science from the University of Vermont and a Master's degree in Public Policy from Rutgers University. Currently, Mr. Puddester serves as a member of the State's Interagency Committee on School Construction and as a public member on the Maryland General Assembly's Spending Affordability Committee.



Leonard J. Attman

Leonard J. Attman was appointed as a member of the Maryland Stadium Authority on July 1, 2005. President of Attman Properties Company, Mr. Attman has more than four decades of experience in residential and commercial real estate development. His professional experience includes the development of apartment communities, individual home developments, shopping centers and a recreational park. Mr. Attman attended the University of Maryland. His involvement in professional, civic and philanthropic organizations includes membership on the Boards of Sinai Hospital, the Shosana S. Cardin High School, Beth Tfiloh Brotherhood, the Board of Directors of the Reginald F. Lewis Museum and the Signal 13 Foundation for the Baltimore City Police Department. In addition he actively participates in the activities of many other organizations including the Advisory Board for the Shock Trauma Unit at the University of Maryland Medical Systems. Mr. Attman was the founder and serves as Chairman of the Board of Directors of Future Care which manages nine nursing home facilities serving more than 1,300 patients and providing employment for more than 1,500 people.



MARYLAND STADIUM AUTHORITY

BOARD MEMBERS

Demaune Millard

Demaune Millard is Chief of Staff to Baltimore Mayor Sheila Dixon, responsible for managing the day to day operations of her office and coordinating internal and external communications. Prior to accepting these responsibilities in 2007, Mr. Millard was chief lobbyist for the City, serving as primary liaison with federal, state and local legislators. He was appointed the City's representative to the MSA board in 2008.



Mr. Millard has a BA in Finance from Howard University and has done graduate work in Public Administration at the University of Baltimore. He has worked on Capitol Hill for Congressman Kweisi Mfume and Senator Barbara Mikulski. During the administration of Governor Parris Glendening, Mr. Millard was legislative liaison for the Maryland Department of Transportation. He later organized advocacy activities for the American Public Transportation Association.

A native Baltimorean, Mr. Millard is active in the community through the Omega Psi Phi fraternity, where he chairs the chapter's annual scholarship benefit.

John Morton, III

John Morton, III was appointed to the Maryland Stadium Authority Board on July 1, 2008. On November 7, 2008, Governor Martin O'Malley selected him to succeed Frederick W. Puddester as Chairman.



Mr. Morton, a senior business and financial services executive, brings extensive experience to the MSA Board including having served as CEO and President of three major financial institutions, as a board member for four public corporations and as a leader in business, professional, educational and civic organizations.

From 1996 to 2006, Mr. Morton served in various capacities with the Bank of America/NationsBank, including his role as President of the Mid-Atlantic Region from 1997 to 2001, and as President of Premier Bank from 2001 to 2005.

Prior to his service with Bank of America, Mr. Morton was Chairman, CEO and President of the Boatmen's National Bank of St. Louis, Missouri, the Farm and Home Financial Corporation of Kansas City, Missouri and with the Perpetual Financial Corporation of McLean, Virginia.

Mr. Morton also has served as Chairman of the Greater Baltimore Committee, as Director of the University of Maryland College Park Foundation, and as Committee Chairman of the effort to bring the 2012 Olympics to the Washington/Baltimore region. Mr. Morton currently is a



Director with the U.S. Naval Academy Athletic and Scholarship Programs. He was instrumental in raising funds for the community activities associated with the 2000 Army-Navy game in Baltimore.

Mr. Morton is a 1967 nuclear science graduate of the U.S. Naval Academy. He earned a Master of Business Administration degree from Harvard University in 1973.

BOARD MEMBERS



Victoria Rosellini

Victoria Rosellini was named as a member of the Maryland Stadium Authority for a four-year term beginning July 1, 2006. Ms. Rosellini has owned and operated five building and development projects. In addition, she is an entrepreneur and business executive with 24 years professional experience as a pioneer in the woman-owned ambulance transportation services industry. As founder, chief executive officer and president of four ambulance transport companies, she has guided the operation of these firms through initial planning, capital funding and operation. The firms provide all types of patient services from routine appointments to critical care transport including helicopter and commercial flight assistance. Ms. Rosellini is affiliated with numerous health care, professional, governmental and community associations and has received multiple awards and honors in these areas. She currently is serving her 14th year as Commissioner and member on the Baltimore County Liquor Board. She also serves on the Baltimore City Police Department's Signal 13 Board and the Board of the Maryland Department of Business and Economic Development. Ms. Rosellini was the recipient of Ernst and Young's "Entrepreneur of the Year Award," selected as one of Baltimore's Top 100 Women, and was inducted into the Circle of Excellence.



BOARD MEMBERS

Howard J. Stevens, Jr.

Howard M. Stevens, Jr.'s appointment as a member of the Maryland Stadium Authority was effective July 1, 2005. Mr. Stevens has more than 20 years of professional experience in financial sales and management in an assortment of areas including health insurance and annuity sales, working with both large and small business, corporations, self-employed individuals, hospitals, State and county governments and non-profit organizations. Mr. Stevens earned his B.A. in Psychology from the University of Louisville. He currently works as an independent insurance and annuity sales consultant and has extensive experience with financial services firms. Mr. Stevens is the Assistant Golf Coach at Towson University. Selected as a collegiate All American in 1971 and 1972, Mr. Stevens played in the National Football League with the New Orleans Saints and the Baltimore Colts.



Richard Stewart

Richard Stewart was appointed a member of the Maryland Stadium Authority on July 1, 2007. Mr. Stewart, President and Chief Executive Officer of Montgomery Mechanical Services Incorporated (MMS), joined that organization in 1988. His vision and expertise in business performance resulted in increased profitability, elevated the standing of MMS in the construction industry, implemented many innovations and maximized the firm's emphasis on customer service.

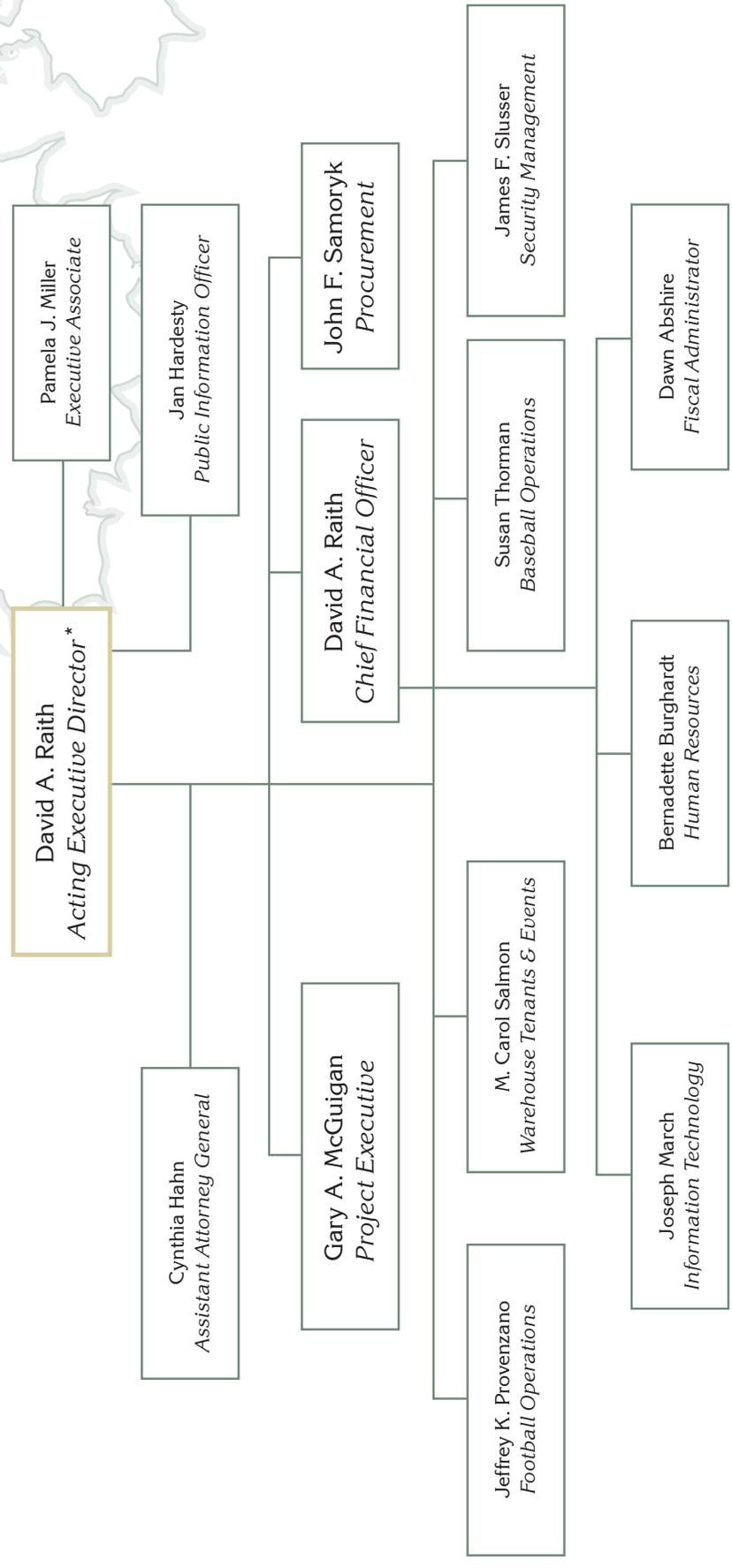


A member of the Mechanical Contractors Association of America, Mr. Stewart also has held positions as a board member, director and past president of the Mechanical Contractors Association of Metropolitan Washington. In addition he has served as Vice Chair for the Revenue Authority of Prince George's County; a member of the Executive Committee for both the National Association of Minority Contractors and the Prince George's County Community Development Corporation.

Mr. Stewart has received numerous awards for his work in the construction industry including the State of Maryland's Governor's Citation Award; the American Minority Contractors and Business Association Inc.'s Business of the Year Award and the Maryland / Washington Minority Contractors Association Inc.'s Memorial Award.

Richard and his wife, Chris, currently reside in Mitchellville, Maryland.

MARYLAND STADIUM AUTHORITY



* Michael J. Frenz became Executive Director December 1, 2008.



Chairman Frederick W. Puddester

Front Row: Willie Mason, Carrie Vennie, Lisa Johnson, Dianne Connelly, Davon Frink, Gil Cooper, James Archer, Darryl Matthews, David Raith, Vola Linton, Bill Fowler, Pat Cornish, Shelley Nelson, Mike Muncy

Second Row: Carol Salmon, John Samoryk, Rose Bordine, Jan Hardesty, Susan Thorman, Hugh McClurkin, Dwight Fleming, Altha Murray, Bernadette Burghardt, Pam Miller, John Brooks, Nina Barys, Frank Dietz

Third Row: Jeff Provenzano, Mark Libby, Tiara Robertson, Phil Hutson, Al Ringham, Nat Walker, Mary Buckingham, John McKinney, Mike Andrejczuk, Dave Thaden, Jerone Evans

Fourth Row: Gary McGuigan, Eric Johnson, Charles Bailey, Dave Walker, Phil Cohen, Denise Dupree, James Slusser, Rick Pack, Bill Schier, Vince Steier, James Bell, Tameka Boyd-Eggleston

Fifth Row: Nolan Rogers, Chris Parr, Joe March, Dana Brown, John Waters, Delroy Gaither, Darin Stone, Ray Winfrey, Suzanne Chaconas, Dawn Abshire, Walt Schmidbauer, Robert Linsebigler, John Potts, Alonzo Andrews



Photo credit: John Dean

Missing: C. Hahn, T. Masilek, C. Wright, S. Brewer, M. Caperoom, R. Bryant, G. Cook, W. Dacuycuy, D. Donoghoe, J. Faw, J. Forbes, J. Golley, F. Green, D. Hopple, E. Keplin, D. Kirby, J. Kroat, T. Lewis, D. Moore, W. Preston, D. Punnett, B. Shifler, J. Smith, A. Wiggins, A. Williams

